

Notice of a public meeting of

The Shareholder Committee

- To:** Councillors Gillies (Chair) and Ayre
- Date:** Friday, 31 March 2017
- Time:** 2.00 pm
- Venue:** The Thornton Room - Ground Floor, West Offices (G039)

AGENDA

1. **Declarations of Interest**

At this point in the meeting Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. **Minutes** (Pages 1 - 4)

To approve and sign the minutes of the last meeting of the Committee held on 20 March 2017.

3. **Exclusion of Press and Public**

To consider excluding the press and public from the meeting during consideration of Annexes 1 & 2 to agenda item 6 (Make it York) and Appendices 1 & 2 to agenda item 7 (Veritau) on the grounds that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government Act 1972, as amended by the Local Government (Access to information) (Variation) Order 2006.

4. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Thursday 30 March 2017**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officer for the meeting, on the details at the foot of the agenda.

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/download/downloads/id/11406/protocol_for_webcasting_filming_and_recording_of_council_meetings_20160809.pdf

5. Council Owned Companies (Pages 5 - 8)

This report advises Members of the role of the Shareholder Committee and provides background on the Council companies.

6. Make it York (Pages 9 - 80)

The Managing Director of Make it York will present the committee with a business update for Make it York, including performance information for 2015/16 and 2016/17 and their proposals for 2017/18 and beyond. Members are requested to approve their annual budget and business development proposals.

7. Veritau (Pages 81 - 98)

The Chief Executive and Deputy Chief Executive of Veritau will present the company's draft business plan and budget for 2017/18 for approval.

8. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972.

Jill Pickering
Democracy Officer

Contact details:

- Telephone – (01904) 552061.
- Email – jill.pickering@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

**Ta informacja może być dostarczona w twoim (Polish)
własnym języku.**

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council

Committee Minutes

Meeting	Shareholder Committee
Date	20 March 2017
Present	Councillors Gillies (Chair) and Ayre
Other Members Participating in the meeting	Councillors Hayes, Looker and Kramm

1. Chair

It was reported that Councillor Gillies had been named as both the replacement Conservative Member and Chair of the Shareholder Committee at a meeting of the Executive held on 16 March 2017.

2. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they may have in respect of business on the agenda. None were declared.

3. Exclusion of Press and Public

Resolved: That the press and public be excluded from the meeting during consideration of agenda items 7 & 8 (City of York Trading Ltd and Yorwaste) on the grounds that they contained information relating to the financial or business affairs of any particular person (including the authority holding that information). This information is classed as exempt under Paragraph 3 of Schedule 12A to Section 100A of the Local Government 1972 (as revised by the Local Government (Access to Information) (Variation) Order 2006).

4. Public Participation

It was reported that there had been one registration to speak at the meeting under the Council's Public Participation Scheme on the following item:

7. City of York Trading Ltd.

Andrea Dudding spoke, on behalf of UNISON, over concerns around proposed changes to terms and conditions for City Of York Council staff who could be transferring to City of York Trading Ltd under TUPE (Transfer of Undertakings (Protection of Employment)) arrangements, and her views about the level of consultation with unions.

5. Council Owned Companies

Members considered a report advising them of the role of the Shareholder Committee and providing a background on the Council companies.

Officers clarified that Make it York and Veritau would be reporting to a further meeting of the Committee, to be held on 31 March. Members requested that this be made clear with the addition of a Work Plan on future agendas.

Resolved: That;

- I. The report be noted
- II. Members agree to the proposal that the Shareholder Committee meet to consider each company at least twice a year.

Reason: To ensure proper governance of Council companies.

6. Science City York

Members received a report proposing that the Council withdraw from its membership of Science City York in order that ownership of the company be passed to Make it York.

Officers gave an update to the report to state that, after further legal advice, they were amending their recommendation as this was a decision reserved for the Executive.

In response to Member questions Officers stated that:

- With regard to the remaining finances there would be a clear audit trail available.

- There would not be an end of contract report as Science City York had been subsumed by Make It York, however reporting would ongoing.
- Option C was considered to be the most cost effective option.

Resolved: That Members recommend to the Executive that the Council withdraw from membership of Science City York, subject to Make it York having been admitted to membership.

Reason: In order to facilitate ownership of Science City York passing to Make it York.

7. City of York Trading Ltd

The Managing Director and Operations Manager presented to the committee a business update for City of York Trading Ltd, including performance information for 2016/17 to date.

Resolved: That the Annual Budget and business plan be agreed.

Reason: As required under the Shareholder agreement.

8. Yorwaste

The Managing Director presented to the committee a business update for Yorwaste & SJB Recycling, including key business developments and trading performance to the end of 2016/17 Q3.

Resolved: That;

1. the 3 Year Business Plan be approved
2. the budgets for Yorwaste and SJB Recycling be approved
3. the business development proposals contained in the business plan be approved, along with the shareholder funding necessary to support the plan.

Reason: As required under the Shareholder agreement.

Councillor Gillies, Chair

[The meeting started at 5.35 pm and finished at 7.00 pm].



Shareholder Committee**31 March 2017****Report of the Director of Customer Services and Business Support
(Portfolio of the Executive Member for Finance & Performance)****Council Owned Companies****Summary**

1. This report reminds Members of the role of the Shareholder Committee and gives background as to the business on the agenda for this meeting.

Recommendations

2. Members are asked to:

- a) Note the report

Reason: To ensure proper governance of Council companies.

Background

3. In 2016 the Executive approved new governance arrangements for Council companies. These included the establishment of the Shareholder Committee. The Committee's terms of reference allow it to act, in a large respect, as the owner of the company. Importantly this includes monitoring each company's performance and financial delivery against strategic business plans and making decisions on those reserved matters which, within each company's governance documents, require shareholder approval. This role is distinct from that of the company directors which is to manage the operation of each company.
4. At its meeting earlier in March the Committee agreed to adopt a pattern of meetings allowing a presentation from each company to be considered twice a year. The general intention is to allow the Committee to consider and approve business plans for the forthcoming year at one meeting and to receive a report on performance over the previous year at the second meeting. There may be a need for some flexibility on that arrangement to fit individual company's planning requirements but both planned and actual performance will be reported to the Committee over an annual cycle.

5. As these are companies which operate in commercial markets there will inevitably be a need to deal with some business in private and especially where the Committee is approving business plans when their competitors might find it advantageous to know what plans there are to grow the company's business. These constraints are less likely to apply when the Committee is considering past performance.
6. At this meeting the Committee is considering the business plans for the forthcoming year of Make it York and Veritau.

Make it York

7. Make it York Limited was established by the City of York Council to develop and promote York. It is responsible for tourism marketing, Science and Innovation, city centre management, events and festivals, business support and inward investment.
8. Make it York is a company limited by share with the Council being the sole shareholder. The company has a service level agreement with the Council and receives income from it but the majority of its income comes from other sources.
9. Although local authority owned, the company is a partnership between the public and private sector. This is reflected in the make up of the Board which is predominantly drawn from the private sector.
10. The Company's Articles set out a number of decisions for which the Company Board must seek approval from their Council owners. These include adopting or amending the strategic business plan in respect of each financial year.

Veritau

11. Veritau was established by the City of York and North Yorkshire County Councils to provide a governance framework for the provision of a shared assurance service, including internal audit, counter fraud and information governance services. The precise services provided vary between each Council.
12. Veritau has a subsidiary company which provides similar services to a number of North Yorkshire District Councils.
13. A shareholder's agreement sets out a number of decisions for which the Company Board must seek approval from their Council owners. This

includes the establishment of the annual business plan. Veritau will present that plan to the meeting.

14. Specialist Implications

Legal – these are contained within the body of the report

There are no specific other implications associated with the report which should be specifically reported.

Contact Details

Author:

Andy Docherty
Assistant Director

Chief Officer Responsible for the report:

Ian Floyd
Director CBSS

**Report
Approved**



Date

22 March 2017

Wards Affected: List wards or tick box to indicate all

All



For further information please contact the authors of the report

Background Papers:

None

Annexes:

None

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MAKE IT YORK Business Update

The Managing Director of Make it York, Steve Brown, will present the committee with a business update for Make it York, including performance information for 2015/16 and 2016/17 and their proposals for 2017/18 and beyond.

Business Reporting Cycle

The Make it York business cycle has the following key elements:-

- 7 Company Board meetings a year
- Reporting in to two scrutiny committees
- An annual stakeholder meeting
- Reporting in to the Shareholder Committee

It is anticipated that in future the Annual Budget will be presented to the CYC Shareholder Committee each March and the Business Plan Update will be presented each October.

Business Plan – Executive Summary

Make it York is entering the 3rd year of a 3 year agreement with CYC. The business plan reviews performance over the first two years and sets out priorities, plans and budgets for 2017/18.

The business plan covers 7 key activities:

- Inward investment
- Business support
- Visit York/tourism
- City centre management
- Events and festivals
- Science City York
- Culture

Shareholder approval is being sought for the following:

1. Approval of the annual budget for Make it York
2. Approval of the business development proposals contained in the delivery plans.

Important Note: Annex 1- Detailed Delivery Plans for 2017/18 and Annex 2 – Budget 2017 contain commercially sensitive information and are not for general circulation.

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MAKE IT YORK 2017/18 BUSINESS PLAN

1. Chairman's Foreword
2. Business Plan Overview
3. Strategic Framework
4. Company Values
5. Management Structure
6. Composition of Board
7. SLA update
8. SWOT Analysis
9. Risk Analysis
10. 2017/18 Budget Summary
11. 2017/18 Budget Narrative
12. Balance Sheet

Commercial in Confidence

Annex 1 Detailed Delivery Plans 2017/18

Annex 2 Detailed 2017/18 Budget Cost Centres

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Make It York Business Plan Chairman's Foreword

Make It York formally came into being in April 2015 but planning really began in late 2013. Extensive consultation took place in 2013/14 and the emerging organisation's mission and key objectives were established:

Mission

To improve York's competitiveness and effectiveness for the benefit of its citizens, communities and businesses.

Overarching Objectives

- To capture more value for the city of York and its functioning economic area, by providing a market-facing organisation promoting York, in a joined up way, to residents, visitors, businesses and students
- To promote and sustain collaborative working, avoiding duplication of effort across York's stakeholders, alighted around a shared interest in the success of York.

The business model, that is, how Make It York can create value for those it serves, also assumes that it can capture some of that value as revenue to offset costs and deliver a surplus which in Make It York's case is then used for the public good.

Make It York, for the first time, brings together the activities of city centre management, destination management, inward investment, high-growth sector support and culture and creativity for the benefit of York's audiences: residents, businesses, visitors and students. It does this in order to join up and enhance services whilst also marketing such services more effectively to local, national and international audiences.

It has 3 core operating principals; innovate, operate and align

Innovate – creating new products and services which leverage additional benefit for York and its environs. A key focus is on identifying organisations, both public and commercial, who would invest in York as a means of furthering their objectives. This includes government agencies (UK central, local and EU); inward investors (UK and foreign); other organisations which would benefit from a more competitive and effective York and organisations that partner with us to share the benefits of collaborative working.

Operate – deliver marketing and business development services

Make It York Business Plan Chairman's Foreword

Align – alignment and coordination across the city to ensure that all stakeholders stay focussed on mutually beneficial ends.

Make It York is focussed on helping to fulfil the ambitions of the York Economic Strategy 2016 - 2020 and works with both the Leeds City Region and York North Yorkshire and East Riding LEPs on their Strategic Economic Plans. The company is also feeding into UK government on both the Brexit plans and inputting into the Industrial Strategy Green Paper.

The third year of the agreement with City of York Council will concentrate on moving forward a number of key initiatives that will deliver the mission:

- A major focus on business support including working with the LEPs on the last few years of EU funded programmes
- Contributing to all inward investment opportunities including York Central and the Guildhall
- Working on a new cultural strategy and a new events strategy for the city
- Further improving our tourism coordination including a new website and enhanced use of social media platforms
- Supporting the delivery of a major new international Media Arts Festival in 2018
- Continuing to build and develop the Shambles Market

Jane Lady Gibson
Chairman
Make It York
21 March 2017

BUSINESS PLAN OVERVIEW

INTRODUCTION

Going in to year 3 of the agreement with CYC, the overall purpose of Make It York remains unchanged: to develop and promote York as a great place to live, visit, study, work and do business. The values of the company also remain unchanged: to be respectful, ambitious, collaborative and entrepreneurial.

In Year 1 of Make It York, 2015/16, the focus was on establishing the company in a professional way, integrating 4 teams of people who had previously been working separately, ensuring that key events and activities were maintained and, above all, running the business in a financially prudent way. At the year end, Make It York made an operating surplus of £72k against an original budget of £25k.

Year 2 has been more ambitious and progress in 7 key operational areas can be summarised as follows:

2016/17

VISIT YORK

The priority for the Visit York team in 2016/17 has been supporting the tourism sector following the floods of Christmas 2015. A promotional fund of £150k was secured and intense effort went in to reassuring visitors that York was 'open for business' and still a great place to come to. A 6 month long marketing campaign, ongoing PR and good partnership working with the sector turned performance round. A dismal set of figures in Q1 of 2016 were transformed by the year end to the point that all the main indicators for the full calendar year of 2016 were ahead of 2015. Despite the flooding issues, hotel occupancy was up 4% year on year with room rate yields up by more than 4%. Visitor attraction figures were on a par with 2015 but significantly improved through the year. A new Head of Visit York, Sally Greenaway, was appointed to replace Kate McMullen who left to join English Heritage.

BUSINESS SUPPORT

Business support in 2016/17 was concentrated on assisting companies with accessing finance, putting on events to help with training and personal development and advising start-up businesses. To date, 382 businesses have been assisted, 81 of them start-up businesses. 18 of the businesses have been helped with investment financing totalling £339,000. In addition, 69 companies have been introduced into the LEP skills service securing total funding of £166,000. A new and well attended food and drink conference was launched in September in support of a fast growing sector in and around York.

BUSINESS PLAN OVERVIEW

INWARD INVESTMENT

Make It York has limited inward investment resource so has focussed activity in 4 key areas : working closely with both LEPs to assist with their inward investment enquiries; helping existing York businesses with their property expansion plans; managing all commercial property database enquiries and launching a business ambassador scheme. 23 senior business people in York are now equipped to help tell the York inward investment story. An initiative to encourage new retailers into the city has also been launched. 287 commercial property enquiries have been fielded.

SCIENCE CITY YORK

Reduced funding for Science City York (SCY) has led to a focus on some core projects and 3 were advanced in 2016/17. First, SCY took over the management of Venturefest with a brief to reinvigorate a 10 year old event. Over 800 delegates, 127 exhibitors, 60 speakers and more than £1 million of business generated on the day combined to make it a successful event. Second, SCY supported the development of the UNESCO City of Media Arts designation. A new Guild, with now over 200 members, and the establishment of a biannual media arts festival, the York Mediale, are two tangible outputs from the UNESCO work. Third, SCY has partnered with the Food and Environment Research Agency (FERA) on a £1.7 million 3 year project to support businesses and to encourage innovation in the agri-food sector.

EVENTS AND FESTIVALS

The role of Make It York is both to lead on certain festivals and to support the work of other festival organisers. In 2016/17, the main highlights were the introduction of a new family friendly Easter festival into the calendar, a much improved Illuminating York and, by all accounts and measures, the most successful Christmas programme yet seen in York.

CULTURE

Make It York supports rather than leads on culture in the city with York@Large and the Cultural Leaders Group having more responsibility for strategic leadership. The main development in 2016/17 has been the establishment of a new 'Culture Awards' event designed to showcase cultural excellence in the city and to celebrate the achievements of the sector. 130 entries into the awards and an audience of nearly 300 at the event got the initiative off to an encouraging start.

BUSINESS PLAN OVERVIEW

CITY CENTRE MANAGEMENT

The biggest challenge for Make It York remains the commercial development of the Shambles Market. Year 1 of Make It York had a concentration on improving and modernising basic systems and procedures. 2016/17 was about trying to change the perception and direction of the Market, most notably with a £25k investment in removing some stalls and creating a more contemporary food court space. This is a big step forward in transforming the Market into something that is more dynamic, fashionable and with ongoing events and activity.

Other significant developments for Make It York in 2016/17 were the appointment of a much needed Head of Finance, Manju Ghimire, the establishment of a good, collaborative working relationship with the new Business Improvement District and the launch of an innovative new student booklet and app in partnership with York St John University.

Substantial progress has also been made against the CYC Service Level Agreement (SLA) agreement. This is detailed in a separate document.

2017/18

The operational budget for 2017/18 has set a surplus target of £23k despite a £100k reduction in the CYC contribution to Make It York and cost increases for auto enrolment pensions, rates, insurance and other expenditure. Allowance has also been made for a significant (£50k) investment in the Visit York website. A more detailed financial narrative is presented alongside the budget summary.

The operational plan for 2017/18 is an evolution and progression of the plan for 2016/17 as is the delivery of the CYC SLA. The main additions to the SLA are the following:

- MIY will produce a cultural framework for the city identifying priorities, strategies and funding models for the city's cultural product to deliver on the York Economic Strategy To Do: *Make a fresh loud statement of cultural and visual identity*. MIY will lead and resource this activity, working in collaboration with the Council (through Charlie Croft) and the Cultural Leaders Group. The framework will seek to provide practical co-ordination of the sector as well as a clear statement of the city's strategic priorities for the benefit of external funders such as Arts Council England.
- MIY will produce an events framework. This will mirror the cultural framework, focussing specifically on the development of events for the city.

BUSINESS PLAN OVERVIEW

The main objectives and plans for each operational area are as follows:

VISIT YORK

- to upgrade significantly the Visit York website
- to introduce a new approach to online hotel bookings
- to develop further the benefits package for Visit York members
- to seek new alliances with adjacent district councils
- to work more collaboratively with Welcome to Yorkshire
- to improve customer relationship management (CRM) and online marketing
- to refresh and update the long-term tourism strategy

BUSINESS SUPPORT

- to continue working with the LEPs on a 'joined-up' approach to supporting business
- to run quarterly business talks with nationally important speakers as part of the key account management programme
- to deliver a quarterly business 'health-check' report reflecting key account management meetings and general business activity in the city
- to develop a York 'business angels' network

INWARD INVESTMENT

- to support fully the continued development of the York Central project
- to increase the number of business ambassadors from 23 to 50
- to assist with the Guildhall development project

SCIENCE CITY YORK

- to play a key role in supporting the Guild and the York Mediale
- to deliver the targeted outputs on the 'Stimulating Innovation in the Agri-food Sector' (SIAFS) project
- to deliver a fresh events programme aimed at supporting the bioscience, creative and IT/digital sectors

BUSINESS PLAN OVERVIEW

EVENTS AND FESTIVALS

- to introduce a new city wide events framework/strategy
- to create a new horticulture/garden festival to celebrate 250 years of the York Florists Society, the oldest horticultural society in the world
- to improve further the Christmas experience in York
- to plan and prepare for the York Mediale in October 2018 and, working with Welcome to Yorkshire, the World Cycling Championship in September 2019

CULTURE

- to create a new cultural strategy/framework for the city working through the Cultural Leaders Group
- to engage fully with the new Cultural Education Partnership
- to develop further a cultural benchmark measurement system for the city

CITY CENTRE MANAGEMENT

- to prioritise the commercial development of the Shambles Market
- to introduce new events and activities into the Shambles Market space
- to be much more proactive in the selling of city centre space

In addition, Make It York will also:

- lead a piece of work to create a common contemporary narrative for the positioning and marketing of the city with the collaboration of a number of partners
- engage with the development of the Northern Powerhouse/Industrial Strategy initiative and the ongoing devolution debate
- develop closer links with collaborative partners

BUSINESS PLAN OVERVIEW

2018/19 and beyond

The 3 year agreement with CYC ends in March 2018. It is imperative that discussions about a future agreement begin early in the new 2017/18 financial year to enable proper planning for the future.

The outcome of the Yorkshire devolution discussions could also have implications for the future.

Crucial to planning for the future of Make It York is the issue of sustainability. Finding new revenue streams is fundamental if the ambition of the company is to be realised. Four areas need to be fully explored and actioned:

- further commercial development of tourism and business activity
- offering Make It York services to adjacent local authorities
- maximising the return of Shambles Market and city centre activity
- securing additional responsibilities from CYC and other public bodies e.g. the marketing of York Central

Future Capital expenditure requirements are likely to focus on the Shambles Market, particularly an improvement in key services that are available e.g. electricity supplies. Detail on the requirements will be worked up to fit in with the Council's capital expenditure process.

The city's delivery of the York Mediale in October 2018 is crucial to the positioning of the city and to its international reputation as a UNESCO City of Media Arts.

STRATEGIC FRAMEWORK 2017-2018

PURPOSE: To develop and promote York as a great place to live, visit, work, study and do business

VALUES: To be respectful, ambitious, collaborative and entrepreneurial

STRATEGIC IMPERATIVES

SUSTAINABILITY: Broadening our revenue streams to drive additional income

CLARITY: Being really precise about what we're trying to achieve

FOCUS: Doing several things exceptionally well rather than more things badly

COHESION: Ensuring that activity fits together in a consistent way

STRATEGIC PRIORITIES 2017/18

INWARD INVESTMENT: Maximise support for York's key development projects e.g. York Central

SCIENCE CITY YORK: Renewed focus on business support in the creative, digital/IT and bioscience sectors

BUSINESS SUPPORT: Maximum support to be targeted at other high growth sectors (e.g. rail)

LEISURE TOURISM: Maximising tourism growth through exceptional marketing

BUSINESS TOURISM: Continued focus on York's core industry sectors

THE SHAMBLES MARKET: Returning on the investment made in 2016/17

EVENTS AND FESTIVALS: Introducing a new events framework/strategy for the city

CULTURAL DEVELOPMENT: Building a new cultural strategy through the cultural leaders group

UNESCO: Focus on making the 2018 York Mediale as impressive and as international as possible

STUDENT CITY: Work with the universities and colleges to assist student recruitment and enhance the student experience in York

ADDITIONAL PRIORITIES

CITY MARKETING: To lead a piece of work on creating a fresh, contemporary narrative for the city

VISIT YORK MEMBERSHIP: To continue the development of the benefits package for Visit York members

PERFORMANCE MONITORING: To introduce much more rigorous and regular performance monitoring

DIGITAL DEVELOPMENT: To transform the Visit York website aiming for 'best in class'

EXTERNAL COMMUNICATIONS: To revisit how MIY communicates with its key stakeholders

PARTNERSHIP DEVELOPMENT: To work more closely with WTY and the 2 LEPs

YORK HIVE: To make this a real asset for community projects

HOTEL BOOKING COMMISSION: To introduce a new approach to coincide with the new website

BUSINESS IMPROVEMENT DISTRICT: Define and develop complementary role with the BID

KEY ACCOUNTS MANAGEMENT: To produce a new quarterly report – a business 'health check'

STAFF FORUM: To use the staff forum to deliver the ambition of making MIY 'a great place to work'

NEW ALLIANCES: Offering MIY services to adjacent authorities and organisations

Company Values

VALUES, BEHAVIOURS & ACTIONS

VALUES	BEHAVIOURS	ACTIONS
<p>ENTREPRENEURIAL 'Head' How we think</p>	<p>We will champion new ideas</p> <p>We will deliver great results</p> <p>We will always be improving</p>	<ul style="list-style-type: none"> - New ideas fund/prize, innovation pilot teams - Shared physical and online whiteboards - Regular fact-find missions and guest speakers - Introduce MIY Excellence Awards - Pioneer new value-add revenue models - Build evidence/research for valuable outcomes - Cross departmental management buddy scheme - 'Project Review and Delivery Challenges' sessions - Positive learning from our mistakes sessions

Company Values

<p>COLLABORATIVE 'Hand' How we do</p>	<p>We will thrive on partnership</p> <p>We will share our resources</p> <p>We will empower our teams</p>	<ul style="list-style-type: none"> - Allocate responsibility to definitive Partner list - Develop Key Account approach and CRM system - Regular companywide 'bonding' e.g. away-days - Cross department 'Fresh Eyes' sessions on projects - Internal Communications Plan to inform/inspire - Share MIY SLA and Ops Plan as 'open challenge' - Design all projects with Team/Objective/Outcome - All projects have a clear lead, owner or champion - Instil best practice project delivery practices
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Company Values

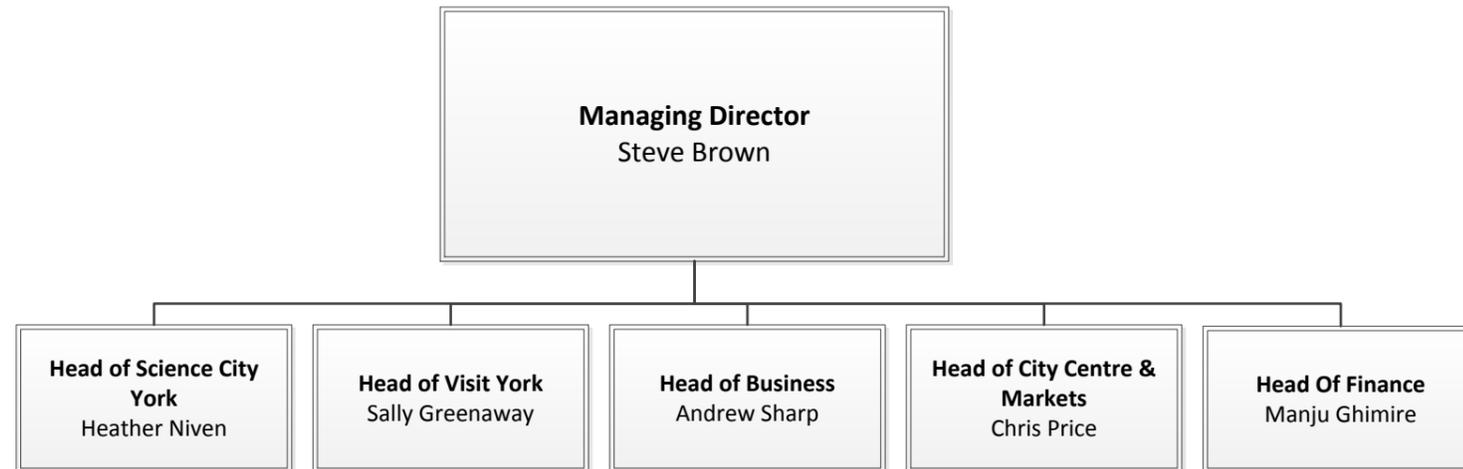
<p>RESPECTFUL 'Heart' How we feel</p>	<p>We will put customers first</p> <p>We will do what we say</p> <p>We will be true to our City</p>	<ul style="list-style-type: none"> - Develop one-stop customer service charter - Regular customer focus and feedback sessions - Engage end customer in project/solution design - Develop processes around customer journey - Invest in customer service training for all - Key Performance Indicator's around ownership and accountability - Regular meetings with all key stakeholders - Regular meetings with all political parties - Ensure private sector fully engaged
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Company Values

<p>AMBITIOUS 'Spirit' What drives us</p>	<p>We will make York the best place it can be</p> <p>We will make MIY the best company it can be</p> <p>We will become the best team we can be</p>	<ul style="list-style-type: none"> - Regularly track health/strength of York brand - Research local/international competition - Benchmark/learn from best-in-class places - Celebrate and reward big and small successes - Deeply embed and live the Values and Behaviours - Benchmark/learn from best business practices - Transparent policies and performance measures - Align reward/appraisal/training to drive values - Performance and progression plans for all
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Make It York

Management Structure



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COMPOSITION OF MAKE IT YORK BOARD

Directors:

Chair: Jane Lady Gibson

Managing Director: Steve Brown

CYC representative: Council Leader, Councillor David Carr

CYC representative: To be appointed

Professor Karen Stanton (Vice Chancellor at York St John University)

Joan Concannon (The University of York)

Professor Chris Bailey (Cultural Advisor)

Peter Clinker (Nestlé)

Mark Fordyce (York Data Services)

Philip Thake (York Conservation Trust)

Paul Kirkman (National Railway Museum)

Sally Joynson (Screen Yorkshire)

Advisors to the Board:

Lyndsey Swift (VisitEngland)

James Farrar (York, North Yorkshire and East Riding LEP)

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Service Level Agreement ACTIVITY

SLA ACTIVITY	MIY ACTIVITY TO DATE (April 2016 to March 2017)
High value jobs growth initiatives	
WORK WITH EXPANDING BUSINESSES TO BE ANCHOR TENANTS ON KEY SITES	<ul style="list-style-type: none"> • Over the 12 months (Apr – March), Make It York received 287 commercial premises enquiries. Enquiries have spanned a broad spread of sectors including financial and professional services, creative and digital, retail, manufacturing, and biotechnology. Promotion of key sites has been limited due to CYC development progress. However opportunities across the wider city are actively being pursued/promoted. • MIY have worked with several key indigenous businesses to support key longer term expansion plans at various sites across the city. This includes working closely with CYC planning and local plan teams where relevant to determine future opportunities. • MIY has worked closely with a number of upcoming developments including Yorkshire House, Hudson House, Stonebow and Guildhall. • MIY attended MIPIM UK in October alongside colleagues from Leeds City Region, promoting key inward investment and development opportunities.
HOLD KEY ACCOUNTS WITH 100 HIGH VALUE COMPANIES	<ul style="list-style-type: none"> • Make It York has identified over 100 businesses across a range of key sectors with which it is developing Key Account Management (KAM) relationships. Regular meetings are taking place and will inform regular business insight reports going forward. The first report will cover the final quarter January – March 2017. • MIY hosted the first of a series of special business events in February. Andrew Percy MP, Northern Powerhouse Minister addressed an invited audience of 100 senior business and political leaders from across York and North Yorkshire. The event brought the audience together to network and hear about the latest Northern Powerhouse plans, and how businesses can get involved. • Science City York ran their director forum dinner series for 90 key accounts in Creative, Bioscience and IT & Digital business sectors. These take place quarterly. Science City York is also developing a new network of Agri-food and Agri-tech businesses.

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<p>DELIVER IMPROVED WEB + DIGITAL MARKETING OF THE CITY TO A BUSINESS AUDIENCE</p>	<ul style="list-style-type: none"> • A new 'Invest in York' website was launched as a part of the Make It York website. • A soft landing package and guide to living in York have been developed. These offer easy access to tailored professional, legal, recruitment and accountancy support alongside interim easy terms property offers and provide useful information to help relocating staff find the information they need to settle in quickly. • An Inward Investment App is in development. The App will provide easy offline access to key Inward Investment data and information. It will initially be targeted at our 23 new Inward Investment ambassadors, allowing them to carry a full suite of relevant information in their pocket. More standard collateral in the form of printed and online brochures and leaflets are also available. • Twitter and Linked in are being proactively used to target business messages. @York_Means_Biz twitter handle is being used as the primary business feed and now has 3,022 followers. This is showing a steady increase year on year. • A new and improved York Means Business brand website has been launched. This is more flexible and modern and will allow better access to relevant information for York's businesses. The website will be developed further over the coming year. • Science City York have refreshed their web site www.scy.co.uk and now have 7577 twitter followers on @creativeyork and @sciencecityyork and 5706 on @illuminatingyork
<p>TARGET INWARD INVESTMENT THROUGH SENIOR ADVOCATES AND INTERMEDIARIES</p>	<ul style="list-style-type: none"> • An Inward Investment ambassador's programme has been formally launched. The programme has initially attracted 23 influential business leaders in the city. The ambassadors have been furnished with the latest information and marketing collateral, to enable them to consistently sell the city to prospective investors as part of their national and international business. The scheme will run as a 'pilot' for 6 months with the aim of rolling out more widely with further recruitment of ambassadors. • MIY has built a strong relationship with the National Agri-Food Innovation Campus on the edge of York, working closely with them to attract new sector-specific businesses to the site. A number of live opportunities are currently being followed up.

Service Level Agreement ACTIVITY

	<ul style="list-style-type: none"> • Work has begun, in conjunction with Leeds City Region and colleagues in Leeds, Bradford and Harrogate, to promote the strong investment proposition within financial technologies. MIY has partnered with the LEP to attend trade shows including Fintech Connect (Dec) and Finnovate Europe (Feb) and we are in the planning stages to attend Innovate Finance Global Summit (10/11 April). Attended by over 2000 delegates from 300 companies, Innovate Finance Global Summit is the world’s premier Fintech event and we will have an exhibition presence alongside the Leeds City Region to promote York as a key investment location for the sector. We will also have a presence at Fintech North in Leeds (26 April) and the International Fintech Investor Conference (27 April), as part of a broader DIT presence. • Make It York has helped facilitate visits from Department for International Trade overseas leads for the Digital Software and IT and Agri/Biotechnology sectors and overseas business delegations for both Biotechnology and Digital and IT technologies • York’s proposition has been promoted to international audiences at several sector specific business events including events in Industrial Biotechnology, Biorenewables and Insurance. • Working with local partners and with the Leeds City Region China Business Club MIY has hosted several delegations of senior business people from China, supported the Lord Mayors Visit to China in November and is now in planning with CYC colleagues with regard to a return Visit from Nanjing in March. • An initiative to attract fresh, contemporary retailers to the city is underway. 80 prospects have been identified and contact is being made with all of them. The ambition is to try and create a pipeline of new retailers interested in York.
BROKERAGE TO PRIVATE SECTOR/REGIONAL BUSINESS SUPPORT AND FUNDING OPPORTUNITIES	<ul style="list-style-type: none"> • Over the course of the year Make It York has assisted 382 businesses across a range of sectors to access growth support and advice. Support has been wide ranging including access to finance, skills and recruitment support, start up advice and property search assistance. 81 of those businesses were start-ups and those meetings have generated 94 referrals into other, mostly York based, providers. For example, 4 businesses were referred into Hiscox Business Club to discuss their needs for office space, 23 were introduced to local accountants and 13 were referred for start-up loan support.

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	<ul style="list-style-type: none"> • Over the same period, 18 of those businesses have been supported to successfully secure investment finance of £339,000. • 69 companies have been introduced into the LEP Skills Service, helping them to secure £166,000 of funding to help meet the cost of training and developing their staff. • Delivery of targeted business masterclass events continues with 18 delivered across the financial year in partnership with local service providers has attracted over 400 delegates. 5 masterclasses are already published for the next financial year with a target of delivering 2 per month across the year. We have developed a strong network of service providers, eager to use our events as a method of marketing their services. Events are regularly fully booked days in advance and waiting lists set up to manage over capacity. • Our Insomnia events started in March. This monthly programme brings together a small cohort of business owners with facilitation from Make It York and a local mentor to encourage knowledge and experience sharing to help owners work towards solving business issues that keep them awake at night. The programme will run for 6 months and, if successful, we will roll out more widely. • MIY is working with the Hoteliers Association in York to address the acute skills shortage currently being felt in the sector. • MIY supported York Business Week 14-18th November 2016. The event had over 30 registered events. MIY hosted 2 Masterclasses alongside running Venturefest Yorkshire. Planning is underway for a stronger involvement in York Business Week 2017 including development of a York ‘top 100 companies’ initiative. • MIY has worked with Leeds City Region to develop the Ad;Venture start up programme. The programme offers funding and support to people running early stage (up to 3 years) or wishing to start a business across Leeds City Region including York. • In addition to our core activities the team provide regular mentoring support in partnership with organisations / events including York St John University, Venturefest, Archbishop Holgate School and Young Enterprise. Two members of the team are also in the process of applying to be mentors with the Prince’s Trust.
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Initiatives making a fresh statement of cultural and visual identity	
CREATIVE MARKETING + PR TO CHANGE PERCEPTION OF CITY	<ul style="list-style-type: none"> • MIY has supported the Great Yorkshire Fringe, Illuminating York, Aesthetica Short Film Festival (ASFF), the Literature Festival and all the other festivals in York. • MIY has worked on an initiative with York St John University to encourage students to make more of the city while they are here: “100 things to do in York before you graduate.” • Taking place in Autumn 2018, and every two years thereafter, plans for the inaugural York Mediale festival are being developed by Creative Director Tom Higham. This festival will build on York’s designation as a UNESCO City of Media Arts and will be an important platform to showcase York as a dynamic, creative, contemporary city. This re-positioning of York is vital to attracting students and inward investment and is important for projects such as York Central.
Initiatives bringing people and businesses together in creative low-cost ways	
ENABLE SUSTAINABLE PRIVATE/VOLUNTARY SECTOR CULTURAL EVENTS + FESTIVALS	<ul style="list-style-type: none"> • The York Food and Drink Festival taster took place in early June and the main festival was held in September. An extended Great Yorkshire Fringe was held from 15-31 July 2016. ASFF took place in November 2016 and the Literature Festival in March 2017. All events were strongly supported by MIY. • MIY supported the BAFTA qualifying ASFF in November as a main sponsor, also hosting the festival and ticket office within the VIC in the run up and during the event. • A new events strategy/framework is being finalised in consultation with the BID, Welcome to Yorkshire and CYC.
DIRECTORS FORUMS AND/OR PRIVATE SECTOR LED SECTOR NETWORKS	<ul style="list-style-type: none"> • Considerable work went into delivering Venturefest Yorkshire on 16th November at York Racecourse. The event had a packed programme of business speakers, investment competitions, workshops, seminars and exhibitors. Over £1m of business was created on the day and a number of companies took part in two investment competitions. The winners of which went on to take part in a national pitching event to 85+ investors in London in February, supported by SCY. • The first York Food and Drink Conference was held at the Park Inn on 28th September. Hosted by Chris

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	<p>Stott, KPMG’s national sector lead for food and drink, with speakers including Food and Drink Federation, Harrogate Water Brands, Nestle and Morrison’s, the event was attended by over 100 delegates. The next conference is now being planned and will take place on 14 September 2017.</p> <ul style="list-style-type: none"> • MIY is working with a number of partners including Deliciously Yorkshire, Leeds City Region Food Group, Food Innovation Network and the Food Industry Network to identify gaps in the supply chain for food and drink production, and the barriers to growth, in particular issues that inhibit scalability. • MIY working through its Science City York brand established the ‘Agri-Food Yorkshire’ platform and network which brings together over 15 of the region's food and farming networks. • MIY is working with the Rail Alliance, National Skills Academy for Rail, and the Rail Industry Association to establish a regional apprentice/company matching service, helping to address entry level skills recruitment issues in the sector, particularly for SMEs. MIY also continues to work with York based rail companies to bring them together and understand the further needs of the industry. • Make It York operating under its Science City York has partnered with FERA Science Ltd to develop and launch the ERDF funded £1.6m SIAFS programme. The programme which launched in October is aimed at encouraging investment and growth in the agri-food sector and will provide access to specialist support and grant funding to deliver business innovation. The programme will provide innovation grants of between £2k and £5k and deliver 24 workshops and networking events over the coming year. The project has also generated 2 new jobs in Science City York. • Science City York has continued to engage strongly with Bioscience and Creative, Digital and IT Businesses. Several Directors Forum have taken place and a number of supplementary events have also been run to engage the business community including Dot York, Tech Scene York, Digital Catapult partnership event, Agrifood Yorkshire events, and Technology Digest, collectively attracting over 500 delegates. • Make It York/Science City York has strategically partnered with the University of York to develop and deliver the Product and Process Innovation programme. Product and Process Innovation (PAPI) is a small capital
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Service Level Agreement ACTIVITY

	<p>grants scheme that will provide financial support to regional Small and Medium Sized Enterprise’s (SMEs), helping them to innovate through the development of new products and processes. The first round of funding has now been completed and the second opened on 13th March 2017.</p>
<p>ROLLOUT OF BISHOPTHORPE ROAD MODEL</p>	<ul style="list-style-type: none"> • Work is continuing to support a number of initiatives including Fossgate, Micklegate, Acomb, and the Shambles traders. • MIY have also had initial discussions with Haxby and Wigginton to assess how we might help them establish their own groups. • The aim in 2017/18 is to develop a ‘toolkit’ that can be used by any local trade/retail organisation.
<p>Events, city centre and market management (funded by license agreements with City of York Council)</p>	
<p>MARKET MANAGEMENT</p>	<ul style="list-style-type: none"> • Work is ongoing to improve the Shambles Market environment and footfall, including new infrastructure in the Shambles Food Court. • A new weekly food zone, operating under the brand Taste York was launched in Shambles Market in July. This will be developed in the new financial year with support from the York Food and Drink Festival team who will be putting on weekly cooking demos and activities in the market. • A review of the monthly Farmers’ Market was undertaken and The Farmers’ Market contract has been awarded to Yorkshire Farmers Markets. This will deliver a monthly Farmers’ Market in St Sampson’s Square. The first Market took place in February 2017 with 20 traders. • As mentioned above, the development of the new Shambles Food Court saw the installation of undercover seating and festoon lighting in the area. The Shambles Food Court was officially launched during the Illuminating York Festival in October alongside a night market in the main market area. This was a successful event beneficial to our food vendors, market traders and the line-up of local buskers who performed to the crowds in the space. • The first summer evening event ‘Shambles Street Feast’ was held in June. Further Street Feast events took

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	<p>place over the summer attracting up to 300 people each evening. The event will resume in the spring.</p> <ul style="list-style-type: none"> • The Shambles Market Christmas Party weekend attracted increased footfall in the Shambles Market during the last weekend of the St. Nicholas Fair. Minster FM’s roadshow vehicle and set list of activities and entertainment helped create a vibrant, festive atmosphere for traders and shoppers. • Ongoing work with local charity, Edible York, will see the installation of community planters in the market during March.
<p>CITY CENTRE, EVENTS & FESTIVALS MANAGEMENT</p>	<ul style="list-style-type: none"> • Organised by MIY, Illuminating York took place October 26th to 29th. With one ticketed and 7 free installations around the city, the event was well received with feedback much improved over 2015. • The York Christmas Festival took place 17 November to 23rd December. The market housed over 100 chalets with over 140 different traders taking part over the 5 weeks throughout Parliament Street, St Sampson’s Square and Coppergate. A ‘Small Business Christmas’ area ran very successfully at Judges Lodgings courtyard with 6 small chalets providing opportunity for 26 small businesses from across York and North Yorkshire to showcase their products and promote small businesses and independent traders. The Ice Trail was a particularly popular event from the content programme. • The 2017 Easter Family Festival and York Chocolate Festival will take place over the Easter period.
<p>Visitor economy development in addition to the above initiatives (funded by other income streams and shareholder subsidy to move towards long term self-sufficiency)</p>	
<p>VISITOR ECONOMY PRODUCT DEVELOPMENT</p>	<ul style="list-style-type: none"> • Substantial progress has been made in uplifting the quality of marketing collateral for Visit York. • Visit York continues to work closely with the Hoteliers Association, Visit York members and partner organisations to enhance the overall visitor experience • Through the Visit York Advisory Board, the tourism strategy for York is going to be reviewed and refreshed.

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<p>VISITOR INFORMATION & MARKETING</p>	<ul style="list-style-type: none"> • The ‘Original City Adventure’ campaign has now been shortlisted for 2 key awards. Chartered Institute of Marketing (CIM) Awards and Travel Marketing Awards. • The York video has now had over 300,000 known views to date across various channels. • The ‘York Christmas’ marketing campaign was a huge success with over 450 coaches booked in over the season. We targeted regional and national visitors with a £30k marketing programme. • Visit York is working closely with Marketing Manchester and Manchester Airport on China activity, supporting Hainan Airlines new Manchester Beijing route, a familiarisation trip with Hainan staff and Chinese Tour operators was organised. • Visit York met with all VisitBritain overseas tour operators at the recent VisitBritain Explore GB event in Brighton and attended the VisitBritain organised China Sales Mission in November meeting with key operators already using and considering Britain and the North of England • Attended the New York Times and Travel Show with Visit Leeds promoting Yorkshire as a great destination for filming, including Victoria which is now showing on PBS in the USA. • Partnered with the House of Britain in the Netherlands for the Dutch market. • Launched the Year of the Viking theme. Including the annual Viking festival and details of the re-opening of JORVIK in April and the new VIKING legend exhibition at the Yorkshire Museum. • Visit York has hosted numerous Press Visits from across the globe. The Yorkie PR initiative has generated extensive coverage in 71 publications to date from local, regional, national and international publications and newspapers – securing coverage in, among others, France, Pakistan and South Africa and China.
<p>BUSINESS TOURISM</p>	<ul style="list-style-type: none"> • The VisitYork4 Meetings team continue to refocus activity on targeting high value association conferences aligned with key York business sectors. Both enquires and confirmations through VistYork4meetings continue to grow year on year. • A new conference guide detailing York’s offer was published in March 2017 with a sector specific focus, to be distributed at all trade shows and online and to our client database

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	<ul style="list-style-type: none">• A business tourism short film was launched, showcasing the city for conferences and business events and including footage of the cities areas of expertise.• VisitYork4Meetings attended The Meeting Shows show at London Olympia, generating 163 new leads and 5 enquiries including a conference for over 1,000 delegates. The team also attended the Square Meal Venues and Events show in London on 21/22 September.• Working with partners, VisitYork4Meetings attended The Associations Forum targeting York relevant sector specific associations to bring their events to York. Enquiries were generated for biosciences and digital conferences.• The Liberal Democrats held their spring conference in York for the third time in 2017, attracting 1,400 delegates.• In the final stages of being implemented the new enquiry handling facility, the GRATIS venue finding system enables venues to log on and respond to enquiries online meaning a faster turnaround for the proposal to client. The client proposal also includes more detailed information including maps.• Working with Visit Britain, the VisitYork4 Meetings team is providing ongoing support for the 2016/17 campaign “Incentive England” to promote York in this high end corporate market.• VisitYork4Meetings Twitter channel @VisitYork_4M was launched and continues to grow with industry specific followers
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MakeItYork

Make It York

SWOT ANALYSIS

STRENGTHS

- The Board.....obviously
- Diverse set of income streams
- Good event management skills – we can put on a good show
- Well regarded brands : VY and SCY
- Some committed, talented people
- Well networked
- Improving marketing collateral
- Resourceful
- We've so far hit our numbers
- Working well with the BID
- We fire on a number of fronts

WEAKNESSES

- Our resources don't match our ambitions
- Legacy structures and working practices
- Relationships/links with CYC not as strong as they were
- Shareholder changes
- Digital assets need to be developed
- CRM databases need an overhaul
- Shambles market issues bigger than anticipated
- City-wide tourism strategy needs to be articulated
- City-wide cultural strategy needs to be articulated
- Stakeholder communication needs to be improved
- Dependent financially on 4 or 5 big events
- Ability to be on top of funding opportunities

OPPORTUNITIES

- Extending tourism expertise into North Yorkshire
- UNESCO – if the City gets behind it – The CCN conference in 2020
- Devolution – extended role for MIY
- New products and services
- Digital and social media expansion
- The Shambles Market and Parliament Street
- A ‘bond-holders’ scheme
- Commercialisation of in-house skills e.g. design, PR, research
- A united marketing and branding message for York
- Developing expertise and investing in fund bid writing
- Developing regional relationships and partnerships
- York Central

THREATS

- The reputational damage to the city and tourism of week-end ASB
- Future CYC funding uncertainty – agreement ends in March 2018
- Short-term inward investment options – lack of sites – the allure of Leeds
- Tourism : the rise of new competition – Liverpool, Birmingham, Hull etc.
- The national decline of street markets
- The future challenge of Parliament Street
- Possible impact of ‘Brexit’ on funding sources
- Possible public perception problem between MIY and the BID
- ‘Flavour of the month’ approach to key initiatives
- We don’t make ‘collaboration’ work

SOME KEY CHALLENGES

- Aligning MIY strategy with CYC strategy (100% ownership, 10% funder)
- How do we become self-sustaining ?
- What role for MIY in the cultural strategy of the city ?
- Should the city/MIY create a fresh tourism strategy ?
- Should the city pull together more on marketing ?
- What role for MIY in York Central ?
- ‘Stick to our knitting’ or expand ?
- Horizon scanning – how do we decide what we want ?
- How do we make things stick ? E.g. UNESCO
- Next steps on ASB ?

Risk Category	Risk Description	LIKELIHOOD	IMPACT	SCORE	MITIGATION	Residual Risk			Direction of Travel
						L	I	S	
1. Programme and Delivery Risks									
1a	Failure to deliver project revenue generation targets	3	4	12	<ul style="list-style-type: none"> Evidence based targets based on realistic assumptions Regular budget monitoring and performance review Contingency plans for improved revenue generation 	2	4	8	↓
1b	Shambles Market performance fails to improve and misses revenue targets	3	3	9	<ul style="list-style-type: none"> Key focus of new centre manager Pro-active business development Contingency activity outside of the market area e.g. Christmas market on Parliament Street Monthly review meetings with Managing Director 	3	3	9	→
1c	Failure to deliver Venturefest Yorkshire outcomes damages the reputation of the company	2	4	8	<ul style="list-style-type: none"> Advisory Board in place to support delivery Dedicated Programme Manager Detailed delivery and marketing plan 	1	4	4	↓
1d	VY membership collapses as a result of the BID or other pressures on tourism business costs	2	4	8	<ul style="list-style-type: none"> Concerted, ongoing effort to attract new members Continue to enhance member benefits and add value to the proposition Introduce direct debit to spread the burden of payment 	2	4	8	→
1e	Unexpected increase in overhead and project costs	2	4	8	<ul style="list-style-type: none"> Evidence based targets based on realistic assumptions Regular budget monitoring and performance review Contingency plans for improved revenue generation Move towards monthly accounting Additional resource for finance function 	2	4	8	→
1f	Failure to deliver UNESCO outcomes damages the reputation of the company	2	3	6	<ul style="list-style-type: none"> Increased focus on gaining 'buy in' from the creative sector for the project Attention on having a project 'exit strategy' Recruiting a Creative Director to ensure deliver of key Mediale event. Understand appetite of CYC to support UNESCO activity 	2	3	6	→

Risk Category	Risk Description	LIKELIHOOD	IMPACT	SCORE	MITIGATION	Residual Risk			Direction of Travel
						L	I	S	
2. Process and Governance Risks									
2a	CYC Budget setting - CYC reduces funding to MIY in year 3	2	5	10	<ul style="list-style-type: none"> Open and constructive dialogue with CYC officers and councillors Full delivery of SLA Positive relationship with shareholder group Reserves and budget contingency 	5	5	25	
2b	Change in CYC Governance arrangements impacting MIY business model and reporting requirements	3	3	9	<ul style="list-style-type: none"> Open and constructive dialogue with CYC officers and councillors 	3	3	9	
2c	Failure to define and agree suitable SLAs	2	4	8	<ul style="list-style-type: none"> Open and constructive dialogue with CYC officers and councillors 	3	4	12	
2d	Staff Capacity - Lack of staff numbers/departure of key staff reduces the performance of the business and constrains capacity	1	5	5	<ul style="list-style-type: none"> Emphasis on making the business 'a great place to work' Retention and succession plans to be introduced Timely recruitment to fill vacancies Sickness and absence monitoring at team and corporate level Induction Programme for new starters People Performance Management Framework including annual appraisal process and training needs analysis 	1	4	4	
2e	Business Continuity failure – IT failure, data loss, or building failure limits MIYs ability to function normally	1	5	5	<ul style="list-style-type: none"> Business Continuity plans for all teams IT contingency/disaster recovery plan with Deans (IT provider) Fire and emergency procedures in place Need to identify alternative location for VIC and office space 	1	5	5	
2f	Legal and Financial Compliance failure	1	5	5	<ul style="list-style-type: none"> Policies and procedures to promote sound use of financial resources including clear delegation authorities and sign off procedures, expenses policy etc Policies and procedures to maintain high standards of behaviour and integrity e.g. IT use policy Full public liability assessment and insurance cover in place 	1	5	5	
2g	Breach of data confidentiality	1	5	5	<ul style="list-style-type: none"> Policies and procedures to maintain good data management 	1	5	5	

Risk Category	Risk Description	LIKELIHOOD	IMPACT	SCORE	MITIGATION	Residual Risk			Direction of Travel
						L	I	S	
					<ul style="list-style-type: none"> Policies and procedures to maintain high standards of behaviour and integrity e.g. IT use policy 				
2h	Health and safety breach/ incident	1	5	5	<ul style="list-style-type: none"> Designated Health and Safety officer Health and Safety procedures and processes in place and updated regularly Health and Safety induction for all new starters Regular H&S assessments Full H&S assessment for each major event Appropriate insurance including public liability for all external premises and events 	1	4	4	↓
3. External Threats and Opportunities									
3a	Economic constraints resulting from Brexit impacting MIY customers and clients	3	4	12	<ul style="list-style-type: none"> Close liaison with LEPS Be alive to the opportunities as well as the threats 	3	4	12	→
3b	Reduction or removal of European and other third party funding from key projects following decision to Leave the EU	2	4	8	<ul style="list-style-type: none"> Work with partners to lobby UK Government to guarantee funding for projects already contracted 	1	4	4	↓
3c	Austerity from both the private and the public sector reduces revenue generation capability	2	4	8	<ul style="list-style-type: none"> Full-time sponsorship manager in place to concentrate effort Forensic approach to spotting funding/sponsorship opportunities 	2	4	8	→
3d	Funding restrictions in partner organisations impact contribution to MIY work streams/activity	3	3	9	<ul style="list-style-type: none"> Deliver pipeline of new opportunities Intensify commitment to partnership/collaborative working 	3	3	9	→
3e	Adverse Media Attention - Public perception and reputation damaged	2	4	8	<ul style="list-style-type: none"> Maintain and build strong Media relationships Establish steady stream of positive media coverage based on project outcomes More attention on anticipating media coverage 	2	3	6	↓

Risk Category	Risk Description	LIKELIHOOD	IMPACT	SCORE	MITIGATION	Residual Risk			Direction of Travel
						L	I	S	
3f	Anti-social behaviour damages the reputation of the city and undermines development activity/inward investment plans etc.	3	4	12	<ul style="list-style-type: none"> Involvement in 'Task force' committed to minimising the problem CYC recognition of the issue and commitment to resolve Continued lobbying that this is a major issue 	3	4	12	
3g	Digital strategy fails to develop due to capacity/and or lack of funding	4	2	8	<ul style="list-style-type: none"> Resourcefulness e.g. using student placements to deliver value Build in to the business plan for 2016/17 	3	2	6	
3h	Factors outside of MIY's control means key aspects of the SLA aren't delivered	2	4	8	<ul style="list-style-type: none"> Ongoing communication with key stakeholders Regular monitoring of the SLA with corrective planning if targets aren't being hit 	2	4	8	
3i	Failure to keep partners on board	2	4	8	<ul style="list-style-type: none"> Regular dialogue through KAM process Regular promotion of key achievements and activity 	2	4	8	

Risk Matrix:

	Likelihood				
Consequence	1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
5 Catastrophic	5	10	15	20	25
4 Major	4	8	12	16	20
3 Moderate	3	6	9	12	15
2 Minor	2	4	6	8	10
1 Negligible	1	2	3	4	5

For grading Risk the scores obtained from the risk matrix are assigned grades as follows:

1-3	Low Risk	
4-6	Moderate Risk	
8-12	High Risk	
15-25	Extreme Risk	

Increased Risk

Risk remains the same

Decreased Risk



**Make It York
Summary Budget
For the year ending 31st March 2018**

	Actual to 31/03/16	Forecast to 31/03/17	Budget to 31/03/18
Income			
CYC Funding	921,547	898,000	898,000 *
Visit York Membership	286,384	307,767	320,800
VIC	537,864	605,091	673,332
Website Advertising	90,869	51,909	63,500
Leisure Marketing	65,745	173,000	40,000
York Pass	371,072	466,978	499,984
Publications	264,051	318,575	321,547
Shambles Market	447,854	414,107	454,996
City Centre Events	888,655	897,457	987,297
Conference Marketing	77,007	70,000	70,000
Science City York	16,316	158,050	95,270
Business Income	82,981	32,553	53,090
Sponsorship/Partner Income	33,750	27,868	28,000
Other Revenue	5,006	4,129	4,000
External Grant Funding	230,665	49,257	0
Bank Interest	3,265	3,308	2,000
	4,323,032	4,478,046	4,511,815
Direct Costs			
Consumer Staff Costs	745,064	746,835	792,106
Business Staff Costs	373,209	454,909	495,006
Other Direct Costs	2,583,618	2,704,923	2,641,186
	3,701,891	3,906,667	3,928,298
Gross Profit	621,141	571,379	583,517
Overheads			
Other Staff Costs	268,393	255,240	253,594
Establishment Costs	254,881	283,449	270,319
Depreciation	25,957	24,690	37,016
Corporation Tax	0	0	0
	549,230	563,379	560,929
Net Profit	71,911	8,000	22,588

* Net revenue from CYC reduces from £524k to £424k as market rents have been increased by £100k

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2017/18 BUDGET SUMMARY

The current forecast for the financial year 2016/17 is to make an operating surplus of £8k. This forecast though is prior to the production of the December/January figures so may improve. Steps are being taken to try and meet the original budget of £51k.

A budget surplus of £23k is planned for 2017/18 this despite a reduction in the net CYC contribution of £100k and a number of new cost increases.

Key points about the 2017/18 budget are as follows:

1. Overall revenue for the company is budgeted to grow year on year by £33k. This is despite the year on year loss of three non-recurring items: the one-off, post flooding marketing campaign (£135k), the finish of Northern Tourism Growth Funding (£49k) and the decision not to repeat Venturefest (£129k). Revenue increases elsewhere have more than mitigated these losses.
2. Visit York membership revenue is budgeted to grow 3%, a reflection of the effort going into the benefits package and the current success in gaining new members.
3. Visitor Information Centre (VIC) revenue is budgeted to grow by 11% through a combination of additional Christmas merchandising and an expected upturn on sales of the York Pass with the return of Jorvik.
4. Investment in a new Visit York Website (estimated £50k expenditure) should result in additional digital revenue opportunities. An increase of £11.5k has been budgeted.
5. Leisure marketing revenue has reduced significantly as a result of the unrepeated marketing campaign referred to in point 1.
6. York Pass digital sales are budgeted to grow by £26k largely as a result of investing in a far superior website.
7. Publications revenue is stable maintaining the impressive levels achieved in 2016/17.
8. Revenue from the Shambles Market shows significant growth of £40k assuming a dividend from the investment put in this year. An increase in food court rents accounts for a good proportion of this.
9. Other city centre activity is also budgeted to grow significantly, reflecting the increased sales activity going into this area of the business.

2017/18 BUDGET SUMMARY

10. A 4% growth in Christmas activity revenue results from the continuous improvement of this festival each year.
11. Science City York includes revenue in and similar costs out for the SIAFS project. Venturefest comes out and there is investment in increasing activity with high growth businesses in the creative, digital/IT and bioscience sectors.
12. Business income is budgeted to grow by £20k through taking a more commercial approach to events and seminars.
13. Salary costs increase year on year as a result of the SIAFS project (3 additional staff), the full year effect of an increase in digital resource and an assumption of full staffing for the year.
14. Accountancy and payroll costs reduce significantly (£13k) to offset the appointment of the Head of Finance
15. Extra pension costs of £6k reflect auto enrolment on pensions.
16. Market rents increase by £100k per annum, the alternative to the CYC contribution reducing by £100k. The net CYC contribution to Make It York reduces to £424k, less than 10% of Make It York's overall revenue.
17. Computer depreciation rises by £10k per year due to the investment in the new Visit York website.

**Make It York
Budget Balance Sheet
For the year ending 31st March 2018**

	2017/18
Fixed assets	
Tangible assets	181,167
Current assets	
Stocks	30,000
Debtors	327,000
Prepayments	108,000
Cash at bank and in hand	591,605
Accrued Income	52,000
SCY Enterprise Loan	1,500
	<u>1,110,105</u>
Creditors: amounts falling due	
Trade Creditors	432,000
VAT	58,000
Prepaid Subs	7,000
SCY Microfund	150,000
Other creditors	35,000
Deferred Income	205,000
Accruals	98,000
SCY Loan	1,000
	<u>986,000</u>
Net current liabilities	<u>124,105</u>
Total assets less current liabilities	<u>305,272</u>
Reserves	
Retained Profits brought forward	282,684
Profit/(Loss) for the year to date	
	22,588
Trading Surplus/Deficit	22,588
	<u><u>305,272</u></u>

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CYC SHAREHOLDER SCRUTINY COMMITTEE

Veritau Limited Business Update

Purpose

The Chief Executive, Max Thomas and the Deputy Chief Executive, Richard Smith will present the company's draft business plan and budget for 2017/18.

Business Reporting Cycle

The Veritau business cycle has the following key elements:

- 2017/18 Annual Budget and Business Plan – to be approved by the company's board on 29 March 2017.
- Annual report and statement of accounts – to be approved by the company's board on 26 July 2017.
- Mid-year performance updates – to be presented to the company's board on 6 December 2017

It is anticipated that future reports will be presented to the CYC Shareholder Committee meeting following the relevant board meeting.

Business Plan – Executive Summary

The Veritau group comprises Veritau Limited and Veritau North Yorkshire Limited. The City of York Council owns 50% of the shares in Veritau Limited. The remaining shares are owned by North Yorkshire County Council. Veritau North Yorkshire is a joint venture with a number of the North Yorkshire district councils. The two companies operate as a single business.

The Business Plan sets out the key aims and priorities for the next three years to 2020. The key risks facing the business are also identified.

Specific deliverables for 2017/18 include:

- The development and initial roll-out of plans to create a data enabled service (as part of a 5 year vision)
- Preparation for the next Investors in People (IIP) assessment (due in 2018)

- Completion of the planned merger of the two companies.
- The development of new areas of expertise to enhance the existing 'offer', for example risk management and data analytics

Shareholder Approvals

The Committee is asked to approve the Business Plan.

Appendices (all commercially confidential)

- 1 Draft Veritau budget for 2017/18
- 2 Draft Veritau business plan for 2017/18

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